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Work Group Reports

RURAL DEVELOPMENT WORKSHOP. **Jackson's Mill State 4-H Camp,** **Weston, West Virginia,** **May 11-15, 1959**



These are summaries of work group discussions and recommendations.

✓ Participants included county, State and National representatives of agencies and organizations contributing to the Rural Development Program. These summaries offer guidelines for organizing and carrying out Rural Development activities.

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I. ORGANIZING TO DO THE JOB

The present line of committees, from the county through the national level, is sufficient. The big question is how to make these committees more effective.

State Committee

In forming a State committee, a small number - preferably agency representatives - should be the nucleus. As experience is gained, the membership should be expanded to include representatives of all agencies, service and farm organizations.

When fully organized, the State committee should have representatives of all agricultural, business, health, education, social service, employment, civic, and other groups in the business of serving rural people.

Size of the State committee may vary from 15 to 50 members depending on the interests involved and the job to be done. Each agency or organization might have alternate representatives to insure full attendance at meetings.

A steering or executive committee and small work committees may be necessary in supporting the State committee's efforts. State committees elect their own officers on a continuing or rotating basis.

The functions of the State committee are to:

1. Assist in setting up pilot counties and areas.
2. Meet with county committees to advise, suggest, and give general guidance.
3. Serve as a coordinating agency on State level, and as liaison between the county and National committees.

County Committee

The county committee should be composed of representatives of farm and civic groups, industry, bankers, clergy, press and radio, chamber of commerce, schools, health interests, youth, and county officials. Members should be elected or selected by lay people, not agency representatives. Agency representatives should serve in an advisory capacity to the county committee.

Working subcommittees should be set up for each phase of work to be emphasized in the county. These should be composed of people interested in the phase of work being pursued.

Officers of county committees, like those of the State committee, may be elected on a continuing or rotating basis.

Examples of subcommittees are: zoning, vocational education, health and sanitation, farm enterprises, such as meat-type hogs, etc.

General Suggestions for State and County Committees

The State and county committees should become informed as to the purpose and goals of the Rural Development Program. This is essential if the committees are to properly carry out their responsibilities. Rural Development pulls all interests together.

Agency heads on State committees should not only see that their representative on the county level understands the concepts of Rural Development, but cooperates with county committees in planning and carrying out the program.

County committees have been formed in several ways in the past. In some instances, groups were already organized and active in projects when the Rural Development Program was announced. These committees or groups have been joined to form the county committee. In some instances, such committees have worked well; in others, they have not.

If existing organizations cannot or do not do the job, then a Rural Development organization should be set up to strengthen efforts.

There should be free exchange of information between State and county committees. The State committee can serve as a resource in transmitting ideas to the county committee from the national level and other sources.

Make sure the lay leadership is carrying the ball.
Try to get leadership from all income groups.

Agencies must agree on their respective responsibilities in the program. Each agency must accept its responsibilities.

II. DETERMINING THE PROBLEMS, RESOURCES, AND POTENTIALS

This report assumes that an ideal committee exists which can make decisions and be effective in action. In general, the report is oriented around county situations. It is summarized into six guidelines for determining problems, resources, and potentials.

1. The first step in determining problems, resources, and potentials is an evaluation of resources and conditions. County committee members need to see where they stand, where they are starting from, in order to determine future progress. County and area leaders should look to the valuable sources of information and technical assistance which can assist in this complex research job. Research personnel at the Land Grant College, other universities, and other State and Federal agencies may be in a position to provide technical guidance in planning and carrying out a survey of the county situation.
2. More than cooperation among groups is needed. Imagination and creative thinking are needed in seeing new potentials or opportunities. Do not think only in terms of problems. Think in terms of how they can be solved.
3. The committee must think of problems from the viewpoint of solving them, not just as problems per se. The committee must determine the problems, not simply take professional determination of the problems.
 - a. However, professional workers must help in problem determination and cannot "pass the buck." In fact, it is more difficult to help the committee determine its problems than it is to do it for them. You may go through stages in the process.
 - b. There has to be a consensus on general objectives.
 - c. Committees may not include low income persons, but still must work on the low-income problem.
 - d. The committee should consider overall public problems, not a series of individual problems.

- e. Involve local people through discussion, brainstorming, use of experts, consulting on technical research, and publicity.
4. Separate the problems that can be solved from those that cannot. Face the facts on the unsolvable ones, but stimulate imagination and think big on the ones that can be solved. These are opportunities or potentials.
- a. Tie in local problems with the bigger picture. Some can be solved only in a larger context.
 - b. Use State committee members and other agencies to help in problem determination, not only after problems are defined. Consider this process as an educational function.
5. Do not overlook the human and organization resources.
- a. Abilities, attitudes, ages, etc., of people for either industry or agriculture are resources. It may take professional help to determine these for the long run.
 - b. Look at all agencies, organizations, and groups and what they can contribute, both in program determination and implementation. The agencies should be aggressive in making available their services. For example, an inventory of agency resources would help local people to determine potentials or see problems they did not recognize before.
6. Use imagination and resourcefulness in gathering facts needed in a hurry.
- a. Ask people who have information at their fingertips (high school teachers, county and city officials, school administrators, college faculties, utilities, all agencies, civic groups). Use simple surveys (community meetings, high school or college classes, newspapers, the committee talking to neighbors).
 - b. Don't overlook the chance for simple surveys to grow into more significant research.

III. OBTAINING COORDINATION OF EFFORT AND RECOGNITION OF CONTRIBUTIONS

A. Obtaining Coordination of Effort

1. There must be good active cooperation between agencies and organizations at the National and State levels. If this is done, coordination of effort on the county or area basis will be greatly assisted.
2. A directive, similar to the one sent by Secretary Benson to all agencies of the U. S. Department of Agriculture, should be sent down through all other agencies to their representatives on the county or regional level.
3. A policy statement should be issued to clarify responsibilities for leadership.
4. All agencies and organizations should be brought in on the early planning and made to feel a part of the group. This should be done on both the county and State level.
5. There is a lack of information pertaining to the various agencies and organizations as to:
 - a. What services they have to offer
 - b. Their organizational set-up
 - c. Proper channels of communication
 - (1) To help correct this, we recommend that on the State level each agency or organization prepare a brief statement setting forth this and other pertinent information.
 - (2) This might also be done on a county basis.
6. There is need for horizontal and vertical communication between and within all agencies on the county, State and national level pertaining to Rural Development.
7. State committees should maintain close contact with county personnel and programs.

- a. As one way to assist with this, a subcommittee of the State committee should meet with the county people a sufficient number of time to insure a complete cooperative understanding and that a going organization is effected.
8. Provisions should be made for county leaders, such as chairmen of county Rural Development committees, to report to the State committee so that each can be mutually informed.
9. In setting up county organizations, be sure to utilize groups that already exist. Avoid overlapping and competitive situations.
10. After problems have been identified, a clear understanding should be reached between agencies, organizations, and groups as to the part each is to play in solving this problem. One State is achieving this through a unified county or area plan.
11. Meeting dates must be mutually agreed upon and respected by all.

B. Recognition of Contributions

1. Proper recognition is important, but care must always be exercised. Emphasis should be on accomplishments of local people rather than on personnel or agency accomplishments.
2. Within the Rural Development organization, a publicity committee should be set up. It should be composed of mostly non-agency people, such as newspaper, radio and T. V. personnel.
3. Whenever possible, credit for accomplishments or activities should be given to lay committees.
4. In cases of outstanding contributions, letters of thanks can be written, with copies sent to superiors. It may be possible to have the person or organization appear on some program.
5. Annual or other public meetings afford an excellent opportunity to properly recognize persons and groups for contributions.
6. Persons making any written Rural Development reports should give proper recognition to every person, group, or agency.
7. Rural Development should not take credit for achievements attained or started prior to the starting of the Rural Development Program.

IV. ECONOMIC DEVELOPMENT WITHIN AGRICULTURE

Opportunities in farming as a means of expanding income are limited in many Rural Development areas. However, some farmers can secure adequate units. Some can improve their level of living by better using present resources.

Examples of problems are: Lack of credit, inadequate resources, inadequate use of services, and limited opportunity and potentials.

A.1. Lack of credit

- a. Too few sources are being utilized.
- b. Credit is often unavailable from existing sources.
- c. Credit regulations may be too restricted to serve farmers in Rural Development counties.

A.2. Credit suggestions

- a. Explore additional sources of credit--especially private.
- b. Cultivate existing sources.
 - (1) Well trained agricultural specialists in more local banks
- c. Educate lender and borrower to proper type and amount--make more flexible--fewer restrictions.
- d. Provide good credit counseling service and instruct borrowers in good credit management.
- e. Revise concept of farm income from gross to labor management income.

B.1. Inadequate resources (other than credit)

- a. Physical - land and equipment .
- b. Human - managerial ability - desire.

B.2. Other resources suggestions

- a. Encourage rental of unused suitable farm land.
- b. Encourage long-term purchase (gradual transfer) of farm from retiring to active operators.
- c. Possibly consider public purchase of farms (as aged operators are ready to retire) for resale as efficient-sized units or to supplement adjoining or nearby farms as may be needed.
- d. Improve managerial ability of operators (especially of age 55 or younger) through Farm and Home Development and other approaches.
- e. Increase desire of farm families to take necessary steps to increase farm income.

C.1. Inadequate services and use of services

- a. Public - FHA - SCS - ACP - PCA - FLB - FS - Social Security, et al.
- b. Private - management services, including integration.

C.2. Services suggestions

- a. Evaluate functions of various services.
- b. Utilize to maximum and even expand some.
- c. Replace or supplement others with those that are management oriented--rather than commodity or single-function oriented.
- d. Make use of demonstration farms to illustrate successful use of action taken to achieve higher farm income.
- e. Consider greater use of private management services.

D.1. Inadequate opportunities and potentials (to assure increased income)

- a. Agriculture not diversified.
- b. High transportation and marketing costs.

D.2. Opportunities and potentials suggestions

- a. Appraise possible new enterprises on basis of return on investment of capital.
- b. Appraise possible new enterprises on basis of such factors as: volume and quality of product; transportation, processing and other marketing facilities.
- c. Consider farm woodlots as potential for increased income. Professional forest management advice needed.

With area specialization a definite prospect, there will be new opportunities in the processing and service businesses included in the agribusiness concept. Rural Development committees need to be aware of and give consideration to the following conditions or situations while developing opportunities within agriculture:

1. Rapidly changing methods of doing business in agriculture (i.e., vertical integration).
2. Need high quality production and orderly marketing to meet demands of new national system of marketing agricultural commodities.
3. Need to protect the interests of farm people in the negotiation of equitable contracts for production and marketing (co-ops or other associations offer possibilities).
4. Need to identify means of securing capital for individual farmers and farmers' associations.
5. Plans must be based on expectations of future conditions in agriculture which may or may not be repetition of the past. Rural Development committees that base plans and programs on technological improvements only are using only part of the picture. They must consider the economic changes in agriculture as well as social and civic trends.

Rural Development committees need help of economist to best identify long-range prospects, to insure a favorable competitive position, and to properly consider national trends. Professional workers advise and assist, but committees must assume responsibility as a program management group. A problem-solving method is appropriate for committees.

As means are being developed for increasing farm income, close agency cooperation is essential.

Families should be encouraged to obtain off-farm employment when facts reveal that the farm unit fails to have a potential to produce an adequate standard of living under efficient management practices.

V. ECONOMIC DEVELOPMENT OUTSIDE AGRICULTURE

- A. Improvement and Help to Existing Industries
- B. Encouragement of New Industry to Come into Area
- C. Developments Other than Industry and Farming
- D. General Suggestions in Connection with any Development Possibilities

A. Improvement and Help to Existing Industries

- 1. Know the industries; what they have done; what they need. Do research relative to their situation.
- 2. Assist in seeking out adequate financing.
- 3. Survey the needs of industry in the area concerning materials, supplies, new articles, improved practices.
- 4. Do research in possible new articles and improved practices in management and manufacture.
- 5. Changes in community that will encourage support and further the present industries.
- 6. Encourage a tax plan fully as satisfactory to existing industries as for those being encouraged to come to an area.

B. New Industry

- 1. Study and record the resources of the area, including all facts and factors of interest to an industry.
- 2. Develop a desirable business climate.
- 3. Present the facts and invitations to selected industrial possibilities.
- 4. Consider possibility of new marketing and processing facilities for products now in the area.
- 5. Go about this process with all concerned leadership of the area. When industry is interested, complete major details before publicizing.

C. Developments Other than Industrial and Farming

- 1. Park and recreation development
 - a. For tourist and urban family attraction
 - b. Such development may include private, area, State and Federal interest and support, including technical and financial assistance.

2. Planning and zoning is essential in any development and improvement program.
3. Encouragement should be given urban families with financial means to invest in the area for summer and week-end homes and activities.
4. Thought should be given to the development of sports for all seasons of the year.
5. The possibility of attracting people on retirement should be considered.
 - a. Modern homes and community facilities are necessary to attract older couples from large urban centers.
6. Vocational education must be provided for both youths and adults.
 - a. Training for specific skills is a need in all areas of underemployment.
7. Vacation farms have had a degree of success in some areas.
 - a. Families in congested areas are looking for peaceful spots to vacation where food and lodging, with possibilities for activities, are available.

D. General Suggestions in Connection with any Development Possibilities

1. Much research must go into the study of an area to determine what possible developments are best suited to the area.
 - a. It is too easy to ride off in all directions at once or not ride at all.
 - b. Determine the proper course of action; then work it to the limit.
2. Local, State, and Federal cooperation is essential if a high and lasting degree of improvement is to be enjoyed.
3. There are many steps involved in a program of this kind. No step can be omitted and they must be taken in proper order.
4. All interested groups and individuals must be involved.
5. Financing and credit are essential in any extensive development program.
6. There must be unified and coordinated thought and effort within all levels and among all levels of interest.
7. A professional person, agency, or group should have responsibility to take definite leadership in the Rural Development effort.
8. Amplification of pride, faith, and belief in the low-income area is needed. There must be a determination that the area can be improved and offers opportunities.

9. There can be development in a community, county, and/or area and it may start at any of these levels.
10. There are many visuals on development possibilities. They can be used effectively for teaching and should be available to all States for use.

To interest industrial and other developmental possibilities, the following basic facts must be discovered through research and study, recorded, and publicized (through brochures, news stories, etc.).

1. Amount and kind of labor in the area.
2. Present and/or potential vocational educational possibilities
3. Attitudes, needs, and wants of people
4. Kind of communities
5. Health and sanitation situation -- present and projected future
6. Tax structure
7. Church and school situation
8. Power, transportation, and site situation
9. Present and/or planned recreation facilities
10. Planning and zoning situation
11. Economic, social and cultural standards
12. Topography, land-use, and overview of the area

VI. IMPROVEMENT IN COMMUNITY FACILITIES AND SERVICES

A. Health

Health is related to and associated with all other activities of a Rural Development program. It cuts across the total field of Rural Development.

The problem is to find ways and means of helping all rural families to make progress toward the objective of positive health. Good health is a state of complete physical, mental, and social well-being, not merely the absence of disease or infirmity.

The immediate health problems are not the same in any two counties or areas. Many of the Rural Development areas do not have facilities and services needed for adequate medical care. Others do not use the facilities available. In some areas there is apathy in regard to nutrition and health. In others there are special problems such as hookworm, water pollution, or lack of control of rabies.

One of the underlying philosophies is that all efforts and activities should be directed toward helping the local people to be prepared to solve their own health problems, with a minimum of outside assistance.

Another basic idea is that each area needs to start with a careful analysis of what it now has, and work, step by step toward its long-time goals or objectives.

Rural Development committees can do the following:

1. Study the local situation to see how health affects the people of the area -- Their income, education, recreation, all-round development; how these other conditions may hinder or promote good health.
2. Help people to use to best possible advantage the services and facilities now available, such as:

Public health services
Mobile X-ray units
Health services through the schools
County medical societies and local physicians
Vocational rehabilitation personnel

3. Set up short-time goals or objectives to do the things that can be done now to meet the immediate needs. It may be necessary:
 - a. To work out plans for using facilities and services in adjoining counties or areas; for instance, enlisting assistance of local public officials (sheriffs, police, or others) to provide contact of emergency cases with hospitals and doctors in the nearest urban centers.
 - b. To arrange for immunization against diseases which threaten people of the area.
 - c. To hold courses in home nursing and first aid.
 - d. To test and make safe the home water supplies
4. Give major emphasis to prevention of illness
 - a. Through good nutrition:

Home production and preservation of food to provide adequate diet;
Use of the school lunch program
 - b. Through having periodic physical examinations:

Having own family physician when possible
5. Work with leaders and groups to obtain the facilities and services needed
 - a. Help create a public opinion in favor of:

Establishment and use of public health services;
Hospital or clinic facilities to meet needs of the area, or other services needed
 - b. Provide for training of practical nurses, as well as registered nurses and other health personnel.
 - c. Voluntary health insurance tailored to meet the needs of the local group -- a plan they can afford to provide for emergencies

- d. Investigate sources of funds for the facilities and services needed - Federal, State, and Foundation funds, also forms of credit suited to local needs
6. The Rural Development Committee should maintain good communications with leaders of the various agencies, organizations, and groups which can help people to solve their health problems, such as public health, public welfare, county medical societies, and local physicians, the Red Cross, civic groups, and others in the area.
7. Use every opportunity to let the young people (and their parents) know about the great variety of careers in fields related to health -- both physical and mental health.

The success of a Rural Development Committee in attaining good nutrition and good health for all families of the area will depend upon:

Its educational program

Its involvement of all groups and individuals who can contribute to health

Its carrying out from year to year definite plans of action

VI-B. EDUCATION

Continuing Education

1. County committee should establish vocational instruction for adults, training them for certain skills. Utilize existing State and Federal resources in a well-rounded vocational training program.

The Joint Congressional Committee on the Economic Report, 84th Congress said"provision (should be made) for greater opportunity for rural people to obtain training for non-farm occupations....to improve the education of farm people, to make training in industrial skills available to them, and to overcome obstacles faced by people who wish to make the transition from farm to nonfarm work."

2. Develop attitudes for continuing education (encourage "Stay-In-School Campaigns").
3. Involve local resource people to provide learning opportunities, such as bankers, ministers, beauty shop operators, etc.
4. Develop cooperation between educational leaders and industrial leaders.

Opportunities for Youth

1. Provide guidance and counseling to all students either on part-time or full-time basis. (Example: A county counselor to work in a number of small schools.)
2. Sponsor career days, using local industrial people, as well as professional and religious leaders.
3. Conduct field trips or exploration days for on-the-job information and inspiration.
4. Provide vocational training for youth who do not plan to go to college.
5. Provide organizational opportunities for youth in addition to 4-H, FFA, Scouts, etc., such as day camps during summer months.

Library Service

Should be considered a major part of educational opportunities. Some possibilities are:

1. Conferences, or campaigns, on county or local level to stimulate a desire to do some reading.
2. Provide bookmobiles or revolving libraries for communities (joint effort).
3. Surveys or studies might be used to determine --
 - a. the extent that educational level affects the use of libraries;
 - b. the extent that newspapers, magazines, and books are read in each home;
 - c. the manner in which reading material affects the social life of each family;
 - d. the use of government bulletins, etc., to supplement books; and
 - e. library facilities now in use, including staff.

Professional Improvement (Educate Ourselves)

1. Workshops should be conducted for informing all cooperating agencies and organizations on their particular roles and contributions. These can be at the State, district, or county level, according to organizational structure.
2. Information should be made available in a simplified printed form as to the service each cooperating agency or organization can offer.
3. Consider the possibility of working up and making available a case study of a family situation showing what each agency or organization can do to improve the family's level of living.

VI.-C. EMPLOYMENT GUIDANCE AND COUNSELING

Career guidance and counseling, vocational training, and information on job opportunities offer one of the greatest opportunities for Rural Development.

Low income rural areas are rich in human resources. Boys and girls primarily need encouragement and guidance to get them started into colleges and universities. There are unused scholarships, grants and loan funds -- and people and organizations are ready to help.

Rural Development groups can help get the boys and girls to stay in school -- and then go on to education beyond the high school. We will be helping to fill the shortage of scientists, engineers, teachers, doctors and nurses -- and helping bright young people escape what otherwise may be a lifetime of low incomes and limited usefulness.

There is a great need for more qualified career counselors. State and Federal Rural Development Committees should take aggressive action to create and expand training opportunities for present and potential counselors. State, Federal, and Foundation funds should support this program.

Communications between educational, agricultural, and employment agencies should be improved at all levels, to bring about a greater awareness of their respective responsibilities and thereby assure appropriate action.

Employment services should take the lead and use every means at their disposal to extend the "stay-in-school" program to rural areas.

Vocational guidance and educational agencies at all levels can be greatly assisted by employment agencies through labor market information and aptitude testing programs prior to entering the labor markets.

VI. -D. ZONING AND OTHER LOCAL GOVERNMENT RESPONSIBILITIES AND POTENTIALS

Zoning:

1. Zoning should be preceded by comprehensive county or community planning.
2. Some of the studies prepared for Rural Development Programs can be helpful in preparing comprehensive community plans that are needed for zoning.
3. Good industrial sites might be reserved by zoning for agriculture pending future need for industry.
4. A few States need to consider granting initial zoning powers to their rural units of government. Other States need to enlarge zoning powers conferred on rural government. Particular attention should be paid to coordination of planning and zoning programs of adjacent local units of government.
5. Zoning needs to be firm but flexible enough to change over time, as the situation demands.
6. Zoning and related planning problems should be included as a basic part of the educational program of Rural Development. In this connection, visual aids, including movies, slides, flip charts, and other aids, would be helpful.
7. The Small Business Administration, and the Federal Housing Authority, among others, take into consideration comprehensive planning and zoning in areas where loans are made.
8. Some of the agencies that can give assistance with community planning and zoning problems are the following:

Federal

U. S. Dept. of Agriculture
U. S. Dept. of Commerce
U. S. Dept. of the Interior
U. S. Dept. of Health, Education, and Welfare

State

Land-Grant Colleges and affiliates
Departments of Highways
Departments of Commerce
State Planning or Development Commissions
Departments of Health
Departments of Education

Private

American Institute of Planners
American Society of Planning Officials
Private and public utility companies
Other industrial organizations

Other Local Government Responsibilities and Potentials:

1. Rural Development Committees should concern themselves in some areas with certain tax problems when such problems are an impediment to sound economic development.
2. Rural Development Committees should counsel with, and receive counsel from local and county governments and other groups on any or all problems or situations which have a direct bearing on developing the county potential.
3. Where enabling legislation is needed for assisting local government in releasing public funds for economic development, Rural Development Committees might assist as needed.

VI.-E. TOURIST, RECREATION, AND RETIREMENT POTENTIAL

Tourism and recreation is one of the fastest growing businesses in the United States. It is already a multi-billion dollar industry and growing by leaps and bounds. For every 25 tourists per day per year, there is an income equivalent of \$100,000 industry payroll.

Contributing to this rapid growth are: improved highways and transportation; shorter work weeks; families have more money to spend for travel and recreation; paid vacations of many workers; intensified interest to go places, see things, pick up souvenirs, etc.; stepped up promotional programs through local, area, and statewide trade associations; growing ranks of retired people -- longer life spans, earlier retirement age, etc.

A. Tourist and Recreational Potential

What kinds of services can be provided to tourists from which income can be realized directly or indirectly by rural families?

1. Tourist Facilities

- a. Development and operation of lodging facilities such as cabins, cottages, motels, lodging for hunters and fishermen.
- b. Take in summer guests
- c. Explore possibility of dude ranching
- d. Explore possibility of deluxe hunting parties
- e. Establishment of food services -- restaurants, snack shops, etc.

2. Roadside Marketing

- a. Sale of specialty foods such as honey, bacon, hams, native berry jams, and other foods associated with country living.
- b. Sale of fresh vegetables, fruits, and other farm produce
- c. Sale of gasoline, oil products, auto services
- d. Development of home industries with subsequent sale of home-made crafts, souvenirs, etc.
- e. Making available for sale such items as fish, bait, and sporting goods.

3. Youth Potential

- a. Establishment of playground areas
- b. Baby sitting services
- c. Farm vacation package arrangement where farm family hosts vacationing youth or entire family

4. Promotional Potentials

- a. Organization and promotion of local festivals and/or special events
- b. Exploration of possibilities to capitalize on local flavor of an area -- mountain music, festivals, brilliant fall foliage, or spring color
- c. Developing and publicizing historical sites
- d. Make available a map service for tourists

5. Other Kinds of Services

- a. Guide service for fishing, hunting, packing, hiking
- b. Guided tours -- i.e., by bus
- c. Boat and motor rentals
- d. Establishment of fish ponds or fish areas -- game and hunting areas -- rent for a fee
- e. Development of ski areas, dude ranches, boys' camps, swimming pools, archery ranges, etc.

B. Retirement Potential

Problems:

1. Some expression of opinion that we should not promote or place an effort to attract retirees into some areas because of the added tax burden that results.
2. Retirees should be well cared for or they present a dollar problem.

Opportunities:

1. Use retirees as local resource people in Rural Development Program.
2. Utilize them, where possible, on committees (as some have done)
3. Provide them leadership roles
4. Services of retirees should not be overlooked.

VI-F. ENCOURAGING LOCAL CITIZEN'S PARTICIPATION

Encouragement to participate can be done in three broad groups, either individually or collectively:

1. Neighborhood community (part of a county)
2. County development program
3. Area program

Encourage people through these guidelines:

1. Rural Development is a total development program
2. Rural Development must be broad, overall, including agriculture, industry, education, etc.
3. Rural Development involves interested organizations, groups, individuals in coordinated action.

How to make citizens realize that their participation is essential to the success of the Rural Development Program:

1. Show individual benefits
2. Create awareness of situation and need
3. Gather and present information
4. Stress strength of individual as leader in program
5. Find job that will appeal to individual
6. Personal contact to explain objectives and methods

How to find real leaders:

1. Ask local people
2. Ask people in adjoining localities
3. Existing organization officers

How to get attendance:

1. Have worthwhile programs and publicize
2. Meeting dates announced well in advance, followup notice and reminders.
3. Have real leaders on committees
4. Assign responsibilities to members
5. Complete plans of action
6. Use visuals

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